

Care-community Action Respecting Elders

Executive Director / CEO

EIN 562328479
 MN · NTEE P81
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Connie Cardinal, Executive Director / CEO** (\$56,107) against **every comparable organization** that fit the selection criteria — **133** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **71st** percentile of comparable organizations

within the typical range

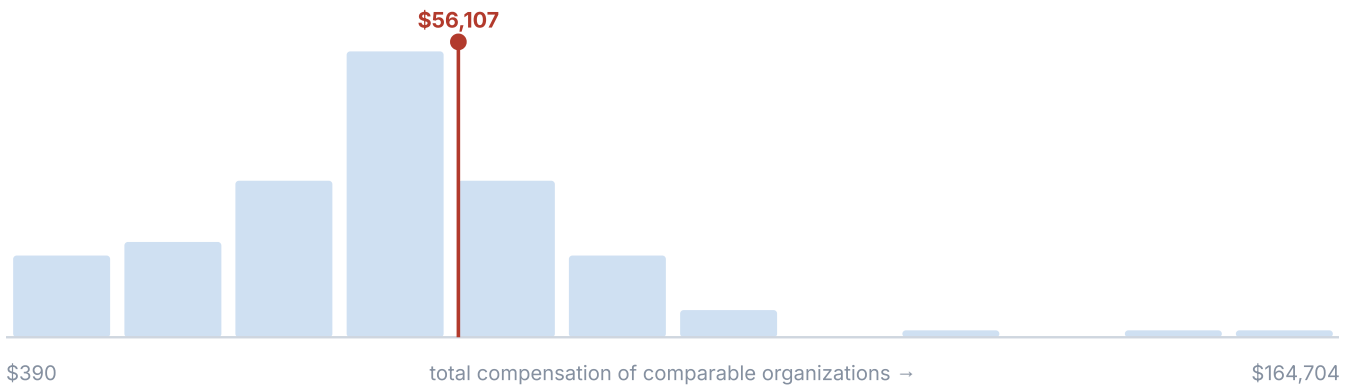
Benchmarked executive: Connie Cardinal — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (P81).
BUDGET	Total revenue between \$170,001 and \$380,601 — 0.67x to 1.50x the subject's \$253,734 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (P81), nationwide + budget 0.67–1.5x revenue.

133 organizations qualified on sector, size, and geography → **133** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,157	\$32,002	\$43,775	\$61,511	\$76,373	\$56,107
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● Comparable organizations

Each figure is Form 990 Part VII columns D + F (reportable pay plus other compensation and benefits; column F may include amounts from related organizations), normalized to MN cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Newton At Home Inc	MA	\$254,243	Executive Director	\$48,820	\$43,254	2025
Options In Aging	PA	\$254,534	Outgoing Executive Director	\$70,252	\$70,900	2024
My Home Inc	CA	\$252,354	Administrator	\$36,000	\$32,389	2023
Smelter City Senior Citizens	MT	\$252,346	Director	\$38,521	\$42,023	2024
Richland County Commission On Aging	MT	\$255,674	Administrator	\$40,856	\$43,421	2025
Young County Senior Citizens Assoc Inc	TX	\$250,831	Executive Director	\$50,000	\$50,617	2024
Senior Friends Inc	WI	\$250,264	Secretary	\$41,467	\$43,828	2024
Golden Slipper Center For Seniors Inc	PA	\$249,833	Executive Director	\$53,500	\$55,588	2023
Centro Ramon Frade Inc	PR	\$258,115	Executive Director	\$30,275	\$35,045	2021
Friends In Action	ME	\$246,863	Executive Di	\$64,661	\$67,462	2023
Autumn Glow Alzheimer's Care Home Inc	CA	\$244,981	President & Ceo	\$21,328	\$18,638	2024
Pillar Inc	CO	\$262,834	Executive Director	\$82,457	\$82,381	2023
Senior Citizens Of Fulton County Inc	KY	\$265,059	Executive Direc	\$12,000	\$13,432	2023
Vermont Aging Network Consortium Inc	VT	\$267,660	Coo/cfo	\$41,026	\$41,790	2024
Christian Care Holding Company Inc	AZ	\$238,499	President/ceo	\$78,149	\$76,062	2024
Music For All Seasons Inc	NJ	\$269,405	President	\$25,002	\$23,258	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Senior Center Of South Pearl River	MS	\$237,305	Executive Dir.	\$56,540	\$65,611	2023
Mascoutah Senior Services	IL	\$270,242	Director	\$26,772	\$27,424	2023
Spokane Area Jewish Family Services	WA	\$234,947	Executive Di	\$69,584	\$63,048	2024
Maury County Senior Citizens Inc	TN	\$273,001	Chief Exec O	\$34,109	\$35,350	2025
Magoffin County Senior Citizens Inc	KY	\$273,160	Exec Dir	\$42,830	\$47,944	2023
Geary County Senior Citizens Inc	KS	\$233,704	Executive Director	\$38,002	\$41,549	2024
Johnstown Senior Citizens Service Center Inc	NY	\$232,825	Administrative Assistant	\$31,850	\$29,127	2024
Senior Center Of Macon	MO	\$232,139	Director	\$39,791	\$41,552	2025
Faith In Action Of Bloomington Normal	IL	\$275,613	Executive Director	\$54,923	\$54,645	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MN cost of living and 2024 dollars. Click any organization to verify the figure on ProPublica.

Methodology

Comparable organizations were drawn from electronically filed IRS Form 990 returns and matched on sector (NTEE code), budget (a size-adaptive revenue band that tightens as the organization grows), and geography (same-state first, broadening only when too few peers qualify); every organization within the band forms the peer set. To compare fairly across regions and years, peer compensation is normalized to MN cost of living (BEA Regional Price Parities, 2023) and to the subject's filing year (CPI-U). The figure benchmarked is Form 990 Part VII, Section A, columns D + F — reportable pay plus other compensation, benefits, and deferred amounts (column F may include amounts from related organizations) — with the chief executive matched by role. Related-organization amounts (column E) and institutional trustees are excluded. Full methodology: peerbasis.org/methodology.

Sample, role match & sensitivity

PEER COUNT 133 organizations. Compensation range \$390–\$164,704; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$253,734); for reference, expenses \$209,562 and assets \$472,129.

ROLE MATCH	Connie Cardinal, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	7 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 peers fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts).

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	71 st
Total compensation (D + F), as reported (no adjustments)	71 st
Reportable pay only (column D), adjusted	72 nd
All sources (D + E + F), adjusted	67 th

If the percentile moves materially across these definitions, the result is sensitive to methodology choices, and the board should weigh which basis best fits its facts.

● Rebuttable presumption of reasonableness · 26 CFR 53.4958-6

Compensation paid by a tax-exempt organization is presumed reasonable — shifting the burden to the IRS — when three requirements are met. This report supplies the comparability data for the second. The board should record the following in its minutes *concurrently* with its decision:

Draft board minutes – executive compensation

1. The compensation of the Executive Director / CEO (Connie Cardinal) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 9, 2026, comparing compensation against 133 similarly situated organizations (Same NTEE sector (P81), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$56,107 is reasonable (approximately the 71st percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].

Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability

data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 9, 2026.